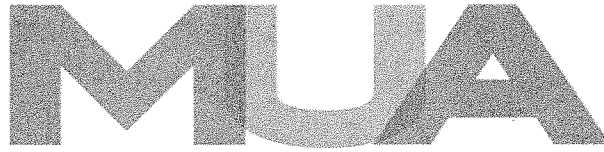


The
Management
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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP

HRM 200: HUMAN RESOURCE DEVELOPMENT

DATE: 18TH APRIL 2017

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided.**

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

JARIBU MAMBO LIMITED

Jaribu Mambo Limited started its business operations ten (10) years ago and practiced the human resources practices on trial and error basis. A competitor who started operations three years ago had overtaken them in performance and their employees even appeared happier than theirs.

Jaribu Mambo Limited has approached your company Waajiri Consultants Limited who are specialists in human resource matters to advise them on what they can do to remain relevant in the market. Your employer has therefore, assigned you the task of carrying out this assignment. In the course of your work, a review of human resource practices identified a number of deficiencies in the organization's approach to learning provision and talent management, including their heavy reliance on unstructured 'on the job' learning as the primary method of development, absence of career development tools and information, Ad hoc approach to development needs assessment and planning and inconsistent approach to the definition of role requirements across the business.

In addition, new requirements to upgrade learning provision, processes and systems to deliver the fundamental requirements of a regulatory Training and Competence regime. The Jaribu Mambo Limited business executive had not recognized the benefits of investing in enhancing the organization's learning and development capability, and needed to back the recommended decision to implement a learning management system as a key enabler for addressing the identified needs, achieving efficient processing and to provide the hub that would bring together various training and competence related processes into an efficient business with the appropriate working environment.

Required:

- (a) Identify five HRD issues at Jaribu Mambo Ltd and suggest possible solutions to them (10 Marks)
- (b) Explain the benefits of investing in the learning and development of employees at Jaribu Mambo Ltd. (10 Marks)
- (c) Describe the five shortcomings of the HRD practices at Jaribu Mambo Ltd (5 marks)

QUESTION TWO

Write brief explanatory notes on; the following concepts human resource management, human resource planning, and human resource development.

- a) Human Resource Management (5 Marks)
- b) Human Resource Planning (5 marks)
- c) Human Resource Development (5 marks)

QUESTION THREE

- a) Discuss the function and purpose of human resource development highlighting the concept and key principles. (7 Marks)
- b) As a newly employed Human Resource Manager in Expo Ltd, you have discovered that the company does not have a performance management system. The board of directors has tasked you to make a report of what it entails and file the report during the next board meeting. Prepare a report explaining contents of an effective management system for the organization. (8 marks)

QUESTION FOUR

- (a) Human capital development (investing in people) in the form of education, skills and training can be an effective response to constraints imposed on the

employment market especially where specific skills may be in short supply. This should not only improve productivity through ability but also through enhanced motivation. However, in many organizations there remains a reluctance of employers to engage in Training. Identify and discuss the possible reasons for this type of scenario. (6 Marks)

- (b) Examine the components of strategy formulation in the strategic management process. (9 Marks)

QUESTION FIVE

- a) Critically analyze the human resource management practices in a modern organization (10 Marks)
- b) The current global insecurity threats needs to be addressed by organizations for the security of both the firm and employees. In light of this statement, discuss the key points that the management of a firm needs to address in line with the health, safety and security of the employees. (5 Marks)

QUESTION SIX.

- a) Maneno Mingi Limited has been operating without a human resource department. Manpower Consultants have recommended to the company the need to set up a human resource department and formalize human resource policies. As the human resource consultant expert from Mpower Consultants, explain the importance of formalizing policies. (7 Marks)
- b) Discuss four benefits of occupation health safety and security at the work place. (8 Marks).